

**Minutes
Hurst City Council
Work Session
Friday, March 25, 2022**

On the 25th day of March 2022, at 8:30 a.m., the City Council of the City of Hurst, Texas, convened in Work Session at the Hurst Conference Center, 1601 Campus Drive, Hurst, Texas, with the following members present:

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| Henry Wilson |) | Mayor |
| Cathy Brotherton |) | Mayor Pro Tem |
| David Booe |) | Councilmembers |
| John Miller | | |
| Jon McKenzie |) | |
| Gary N. Waldron |) | |
| Cindy Shepard |) | |
| Clay Caruthers |) | City Manager |
| Clayton Fulton |) | Assistant City Manager |
| Rita Frick |) | City Secretary |
| Greg Dickens |) | Executive Director of Public Works |
| Kyle Gordon |) | Executive Director of Community Services |
| Steve Bowden |) | Executive Director of Economic Development |
| David Palla |) | Fire Chief |
| Steve Niekamp |) | Police Chief |
| Joe Gonzalez |) | The Management Connection, Inc. |

With the following Councilmembers absent: none, constituting a quorum, at which time, the following business was transacted:

1. Call to Order – The meeting was called to order at 8:31 a.m.
2. Discussion and review of City of Hurst Strategic Planning Document including discussions pertaining to key elements, accomplishments and priorities of the plan (Facilitator – Joe Gonzalez, The Management Connection)

City Manager Clay Caruthers provided an overview of the agenda and his appreciation for Council and their hard work during a transitional period in the City. He noted more than a quarter of the work force is eligible to retire and several Board, Commission and Committee members recently retired their position. He expressed gratitude for Council's support for the workforce and noted Executive Director of Human Resources Matia Messemer will provide more detailed information on the City's human capital. Mr. Caruthers reviewed the tools being utilized to ensure the culture of excellent customer service continues as defined through the Code of Ideals and the Hurst Way.

Assistant City Manager Clayton Fulton briefed Council on the Strategic Planning process, noting it begins with citizen input from the Town Hall Forum and Citizen Survey. Mr. Fulton reviewed results from this year's citizen survey noting overall, 80% of citizens feel satisfied or very satisfied for what they pay for services. He provided details of each question and response noting the top four priorities from the survey are public safety, infrastructure, economic vitality and redevelopment. Council discussed survey responses and areas of focus. City Manager Caruthers stated staff understands the importance of communication and is connecting with the community utilizing social media and numerous other resources. Staff also advised of resources available for the homeless and continued efforts to assist and support those in need.

Mayor Wilson recessed the meeting at 9:20 a.m. and reconvened at 9:32 a.m.

Facilitator Joe Gonzalez noted his numerous years of strategic planning with the Council and that the survey consistently indicates the good work being done in the City and the importance of the Strategic Plan. Mr. Gonzalez led Council through a discussion regarding the Strategic Planning document including policy statements and strategies, which support the Strategic Plan foundation including the Vision and Mission Statement, Community Values and Strategic Priorities. Council discussed adding Community Built on Connection to the mission statement and affirmed the remaining items.

Mayor Wilson recessed the meeting at 10:55 a.m. and reconvened at 11:10 a.m.

3. Discussion of strategic planning initiatives relative to customer service initiatives, economic conditions, departmental and budget impacts

Council provided various thoughts regarding staffing, business and ordinance review, and infrastructure expressing appreciation for the great work staff is doing and expressed the need to ensure the Hurst culture is maintained as turnover continues; businesses continue receiving support where possible; ordinances are reviewed to ensure they meet the changing needs of the community; and that the incredible infrastructure of parks, green space and infrastructure continues to provide the quality of life Hurst is known to provide.

Staff provided departmental updates and budget impacts relative to Council discussion. City Manager Caruthers and Executive Director of Human Resources Matia Messemer briefed Council on staffing challenges, organizational turnover and strategies being implemented to address the transitional work environment ensuring Customer Service and the City's culture is maintained. She noted national and global events effecting the labor market and specific labor shortages in various departments including public works and police officers.

Mayor Wilson recessed the meeting at 11:59 a.m. and reconvened at 12:25 p.m.

Ms. Messemer continued review of strategies to address human capital reiterating the tie to Council's priorities and staff's focus through the lens of the Hurst Way, most

particularly a customer service focus balanced with financial sustainability. City Manager Caruthers and Ms. Messemer reviewed action taken this fiscal year to address the total employee value proposition and noted the analysis being done for the fiscal year 2022- 2023 budget to bring to Council. Mr. Caruthers noted limitations to keep salaries on pace with inflation due to the 3.5% cap enacted by the legislature and other revenue decreases. Council discussed the importance of taking care of staff and Mayor Wilson also mentioned review of Council compensation as outlined in the Charter.

Mayor Wilson recessed the meeting at 1:20 p.m. and reconvened at 1:31 p.m.

Conference Center Director Chris Connolly provided a departmental overview comparing revenue from 2017 through 2022 and projected revenue; expenditures needed for maintenance including chairs, tables, dishes, draping and various technology. City Manager Caruthers noted ARPA Funding and intent to utilize these funds for the needed items instead of waiting for the new budget cycle. Council discussed the importance of keeping the center current.

Executive Director of Community Service Kyle Gordon provided a departmental overview comparing programs and services noting attendance is down at the recreation and senior citizens center. He reviewed staff's effort to rebuild class offerings and establish appropriate fees as outlined in the subsidy study. Mr. Gordon noted attendees' habits, how they changed during the pandemic and the difficulty to change back. Staffing shortages were also discussed and how this impacts the operation of both aquatic centers. City Manager Caruthers noted possible future adjustments to facilities and programming that could help off-set staffing and costs. In response to Council questions, staff advised the Heritage Village pool was not being programmed for swim lessons and could affect offerings. Staff also noted needed clarification to roles and responsibilities on Boards, Committees and Commissions and a possible work session for discussion.

City Secretary Rita Frick provided a status update on Code of Ordinance updates and Council discussed conducting work sessions for future discussion.

Assistant City Manager Clayton Fulton provided a brief update on taxes, economy, debt and capital projects along with the upcoming budget calendar and special meeting dates. He discussed capacity for a debt issuance for road and infrastructure improvements. City Manager Caruthers noted the street index study need of approximately \$30 million and the delicate balance between need and tax payer tolerance. Council discussed citizen expectation for quality infrastructure and the need to stay committed to maintenance balanced with affordability. Also discussed were other revenue sources for infrastructure. Clayton introduced budget and finance staff in attendance Paul Brown, Amanda Dossey, and Jerry Lewandowski. City Manager Caruthers reiterated that inflation is the biggest challenge to this budget cycle and his intent to utilize the accelerated budget calendar for greatest flexibility. He stated he is proud of Hurst's stable financial condition, great staff and Council and he is looking forward to scheduling 2023.

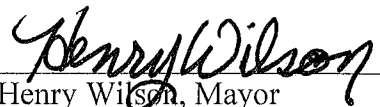
4. Informational Items – Items of Community Interest and review of City Council calendar of meetings – No items were discussed.
5. Adjournment – the meeting adjourned at 11:40 a.m.

APPROVED this the 12th day of April 2022.

ATTEST:


Rita Frick, City Secretary

APPROVED:


Henry Wilson, Mayor